

**From:** David Black-Schaffer  
**To:** Microsoft ATR  
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**Subject:** Microsoft AT Settlement

Hello,

I just wanted to pass on my thoughts regarding your proposed settlement with Microsoft. It is clear that Microsoft has flagrantly abused its monopoly position and I believe your restrictions will not be effective as technology changes. Microsoft has demonstrated a masterful ability to take advantage of new technological distribution channels and business models to extend its business influence and I believe it will continue doing so since the new restrictions can not anticipate all new technologies. I believe the only way to prevent Microsoft from continuing to abuse its monopoly position is to introduce competition in its sphere of influence by forcing its various units to compete rather than collaborate. If you doubt this, consider if there is any other approach which would lower the price for consumers. As things currently stand, if you sell the OS and the key applications you have no incentive to try and make users use one or the other since they will buy both.

Good luck!  
-David